

**DEPARTMENT OF THE TREASURY  
FEDERAL LAW ENFORCEMENT TRAINING CENTER  
GLYNCO, GEORGIA 31524**

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FLETC DIRECTIVE (FD)

NUMBER: 20-01

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Subject:

DATE: 10/14/94

Sunset Review:

FEDERAL LAW ENFORCEMENT TRAINING CENTER  
ORGANIZATION

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1. PURPOSE. This directive sets forth the organization, including functional statements, of the Federal Law Enforcement Training Center (FLETC).
2. MISSION. The FLETC is a Treasury Bureau with an interagency Board of Directors. The FLETC mission is to provide, in an effective, efficient, cooperative, and interagency manner, the highest quality, state-of-the-art law enforcement training for a broad spectrum of participating agencies.

To accomplish this, the FLETC:

- a. operates training facilities at Glynco, Georgia; Artesia, New Mexico; and Tucson, Arizona, as well as other sites as needed;
- b. develops, conducts, and evaluates basic and advanced FLETC-sponsored training programs to assure that law enforcement knowledge and skills provided to student graduates are commensurate with their individual needs and agency mission and responsibilities;
- c. manages interagency participation in specialized law enforcement training, utilizing new and innovative training technologies;
- d. administers, evaluates, and maintains the facilities and support services at their optimum level to assure an atmosphere conducive to learning and law enforcement training;
- e. conducts training related research and program evaluation activities, and ensures their integration into training operations; and
- f. implements the most efficient and effective ways of operating a consolidated interagency training facility to meet the changing requirements and demands of Federal law enforcement organizations.

3. CANCELLATION. FLETC Directive 20-01, dated August 21, 1992, Federal Law Enforcement Training Center Organization, is superseded by this directive.

4. REFERENCES.

a. Memorandum of Understanding for the Sponsorship of the Federal Law Enforcement Training Center, 1970, as amended.

b. Treasury Order 140-01, September 20, 1994.

c. Government Employees Training Act, 5 U.S.C. subsections 4101-4110.

d. Section 701(c) of the Justice Assistance Act, Public Law 98-473, October 12, 1984.

5. DEFINITIONS.

a. Participating Organization (PO): A Federal law enforcement organization which is a subordinate element in a Cabinet Level Department, independent agency, or branch of the United States Government that has been approved by the Board of Directors for training at the FLETC.

b. Basic Training: Mandatory training conducted for entry level Federal law enforcement personnel which, normally, is provided to new employees, and that portion of agency specific basic training which is provided by a PO to their employees during the first year of employment.

c. Advanced Training: Training which is not basic in nature and which, normally, is provided to journey- and senior- level law enforcement personnel as part of their professional development.

d. Curriculum: A combination of programs having a similar, related orientation to a subject matter; e.g., all police training programs or criminal investigator training programs.

e. Program: A combination of courses designed to satisfy the total objectives of an overall training mission; e.g., an eight-week Criminal Investigator Training Program or a nine-week Police Training Program.

f. Subject: A generic term applicable to a broad class of related courses, similar to a field of study or discipline; e.g., law or behavioral science.

g. Course: A subpart of a subject designed to accomplish one or more of the overall training objectives in programs; e.g., Law of Arrest or Fingerprinting.

6. ORGANIZATION AND FUNCTIONAL STATEMENT. The FLETC is a Bureau of the Department of the Treasury. It is headed by a Director who serves under the general direction of the Secretary of the Treasury and under the immediate supervision of the Under Secretary (Enforcement). The Director also reports to an interagency Board of Directors which provides policy direction on all training related matters including curriculum content, standards, training methodologies, and eligibility criteria for participation in FLETC activities. The FLETC is headquartered in Glynco, Georgia, with satellite facilities in Artesia, New Mexico, and Tucson, Arizona, and is organized into offices as set forth in paragraphs 7 through 12.

7. OFFICE OF THE DIRECTOR (DO). This Office provides executive level management of all activities and is responsible for accomplishing the total mission of the FLETC with a goal of achieving effective, efficient, and economical administration. Specific responsibilities include, but are not limited to:

- establishing the policies and administering activities of the FLETC that conform with the policies and delegations of authority made by the Secretary of the Treasury and the Board of Directors;
- providing leadership for all training management and operations;
- providing policy direction for administrative management and operations;
- representing the FLETC and the Department on law enforcement training matters to other Federal (Executive, Judicial and Legislative) organizations, State and local agencies, professional organizations, the private sector and the public;
- presenting policy proposals and advice to the Board of Directors; and
- maintaining liaison with organizations whose personnel are trained at the FLETC to ensure that their training requirements are met in concert with the overall mission of the FLETC.

a. Deputy Director (DD): The Deputy Director assists the Director in supervising the activities of the FLETC. Specific responsibilities include, but are not limited to:

- serving as the chief executive assistant and collaborating with the Director on the development, management, and direction of policy;

- managing and directing FLETC operations, activities, and subordinate staff;
- exercising the authority of the Director in his absence;
- serving as a principal advisor to the Board of Directors;
- serving as the Chairperson of the FLETC's Long-Range Planning Committee; and
- performing other executive management and project responsibilities as assigned by the Director.

b. Legal Counsel (LC): The Legal Counsel operates under the general direction of the General Counsel of the Treasury and is subject to the supervision of the Assistant General Counsel (Enforcement) who serves as the legal advisor to the Under Secretary (Enforcement). The Legal Counsel is the legal advisor to the Director. Specific responsibilities include, but are not limited to:

- planning and managing the FLETC Legal Office Program and its subordinate staff and resources;
- advising on and conducting administrative proceedings necessary in the interpretation, implementation, and application of pertinent laws and regulations;
- interpreting statutes, regulations and other legal documents which govern or otherwise relate to the operations of the FLETC;
- preparing legal opinions and memoranda representing official agency response and action;
- serving as Deputy Ethics Counselor to FLETC officials and employees;
- reviewing all procurement actions in excess of \$100,000 and other significant procurement issues;
- preparing proposed legislation, regulations, and orders involving the FLETC's operations;

- recommending prosecution or defense of various types of litigation related to the FLETC's mission, including which court or administrative cases should be appealed;
- preparing litigation reports and related materials to assist in court proceedings involving the FLETC;
- determining how actions brought in courts against the United States and FLETC officers or employees should be conducted and preparing recommendations with respect thereto;
- representing the FLETC in actions before the Federal Labor Relations Authority, Merit Systems Protection Board, Equal Employment Opportunity Commission, the Board of Contract Appeals, and a variety of other agencies; and
- cooperating with the Department of Justice or the United States Attorneys and, at their request, assisting in the conduct of litigation in court, both civil and criminal.

c. Washington Office (WO): This Office advises and assists the Director, Deputy Director, and other senior officials in fulfilling the management responsibilities of the FLETC. Specific responsibilities include, but are not limited to:

- functioning as the surrogate FLETC Director (in Washington, D.C.) by conducting executive level negotiations and discussions on a multitude of issues affecting all FLETC operations and policies;
- developing and articulating FLETC strategy, plans, and policy positions on legislative matters to the Department, the Congress and others;
- representing the Director and the FLETC staff in Washington on matters which require consultation and coordination with the Office of the Secretary, Under Secretary (Enforcement), and other Departmental officials and their staffs;
- researching, analyzing, and advising the Director on a variety of substantive issues generated in Washington at the Department and PO headquarters level;
- directing or preparing position papers involving substantive issues and decisions, and policy proposals on behalf of the Director, Under Secretary (Enforcement) and the interagency Board of Directors;

- representing the FLETC with the Board of Directors, Federal (Executive, Judicial, and Legislative) organizations, professional organizations, and the private sector to include negotiating policy positions, projecting needs and operational interests, and other matters;
- developing and implementing policies which relate to training program requirements, facility planning and development, human resource activities, and budgetary issues; and analyzing situations to identify strategies designed to gain support from the Department, Office of Management and Budget, and the Congress;
- supervising subordinate staff and FLETC personnel on special assignments based in the Washington area; and
- serving as the principal interface with the Congress, its members, staffs, and committees regarding FLETC activities, policies, programs, appropriation matters, and other related legislation.

d. Assistant to the Director (ATD) (Planning, Policy and Public Affairs): This staff assists the Director, Deputy Director, and Office Directors in accomplishing the mission of the FLETC by providing coordination, planning, evaluation, and follow up of organizational projects and initiatives and other activities which have Bureau-wide and/or Departmental impact. Specific responsibilities include, but are not limited to:

- planning and performing independent evaluations to ensure that all activities are in compliance with FLETC policies and procedures;
- ensuring that proposals, reports, and other submissions to the Director have received full staff coordination;
- participating in the development and implementation of FLETC policy;
- chairing and/or assisting in the direction of special task forces;
- managing a project tracking system used to assign and control action items assigned to the office directors;
- maintaining, in collaboration with the Deputy Director, the FLETC Long-Range Plan;

- preparing Director's Office budget estimates and providing advice and assistance in the tracking/administration of those funds, including Official Reception and Representation funds; and

- coordinating activities which cross FLETC operational lines, including special staff projects and development programs.

(1) The Public Affairs Office is responsible for developing and implementing a comprehensive public affairs program which includes written and verbal media communications, community relations, briefings and tours for dignitaries, and the planning and execution of special ceremonies and events.

e. FLETC Quality Management Coordinator: This staff is responsible for facilitating the implementation of the FLETC Quality Programs by all Center Offices and elements. Specific responsibilities include, but are not limited to:

- planning and analyzing objectives required to develop, establish, and implement an effective FLETC quality strategy and policy;

- identifying FLETC quality productivity problem areas, analyzing alternative plans and programs which act to resolve problems, and reporting on the results and accomplishments; and

- developing program reports, providing informational briefings on FLETC quality activities, and coordinating the allocation and use of FLETC resources for FLETC quality initiatives.

8. OFFICE OF GENERAL TRAINING (OGT). This Office directs faculty and staff and develops and manages programs in support of basic, advanced, and specialized law enforcement training.

a. This office is responsible for formulating and implementing policies and procedures for law enforcement training and for establishing budget objectives and strategies, program/course content, staffing requirements, and all other resources. Responsibilities include, but are not limited to:

- developing policy and the need for the conduct of special studies and programs related to overall FLETC operations;

- providing management planning and oversight to assigned programs and related activities;

- directing and reviewing specifications for new courses and changes to existing courses;
  - providing liaison with POS., convening program conferences to ensure the adequacy of training, and taking the necessary steps to ensure that course materials are accurate, timely, and designed to meet course objectives;
  - recommending approval or disapproval actions and implementing program material including revisions and updates of specific courses of instruction taught by subordinate divisions;
  - analyzing work requirements and determining staff, equipment, and other resources needed to accomplish work assignments;
  - establishing and evaluating productivity standards and operational priorities;
  - developing internal procedures to ensure subordinate supervisors implement a wide variety of administrative programs;
  - recommending and implementing staff development, training plans, and procedures;
  - supervising subordinate chiefs of assigned divisions;
  - developing procedures and implementing quality control measures for program areas;
  - preparing budget estimates and administering available funds in accordance with regulations;
  - managing the scheduling of faculty to ensure equitable utilization of personnel resources and distribution of workload;
  - maintaining a wide range of contacts with officials throughout the Government, private sector, law enforcement organizations, and other appropriate training activities and institutions; and
  - developing and implementing training directives and policies.
- b. This Office provides direct supervision to five general instructional divisions which share the following first line supervisory responsibilities:



- assigning subordinate staff in course development and instructional performance;
- managing assigned training program responsibilities to include negotiations with POS. on program content and objectives, assessment and test validation, supervision of students, and other related administrative activities;
- ensuring lesson plans are accurate and designed to meet course objectives;
- managing program activities to include supervision of students, program conferences, and related activities;
- implementing the results of program conferences, training surveys, and policy decisions which relate to the revision of curricula, programs, subjects, or courses;
- ensuring the observance of productivity standards and the maintenance of equitable workloads through the exchange of assigned consolidated staff members and coordination with the Faculty Scheduler;
- assisting in the formulation and development of new policies to improve efficiency of operations; and
- establishing controls to maintain security and repair of equipment and maintenance of assigned facilities.

c. In addition to the common duties listed above which are applicable to the instructional divisions, each of the five divisions is individually responsible for specific subject areas as follows:

(1) Behavioral Science Division (BSD): Plans, develops, and presents formal training courses and practical exercise applications which are related to the area of interpersonal relations including interviewing, handling crises situations, professional ethics and conduct, and oral and written communications.

(2) Enforcement Operations Division (EOD): Plans, develops, and presents formal training courses and practical exercise applications which are related to various law enforcement operational procedures ranging from undercover and surveillance activities to the execution of search warrants. Provides the overall coordination for practical exercises.

(3) Enforcement Techniques Division (ETD): Plans, develops, and presents formal training courses and practical exercise applications which are related to various criminologic skills and knowledge, including simulated laboratory and crime scene activity.

(4) Legal Division (LGD): Plans, develops, and presents formal training courses and practical exercise applications which are related to the U.S. Constitution, applicable case law, statutory provisions, and criminal law and evidence procedures.

(5) Security Specialties Division (SSD): Plans, develops, and presents formal training courses and practical exercise applications which are related to anti-terrorism, physical security, officer safety and survival, intelligence processing, and operating security.

d. Additionally, OGT provides direct supervision to three non-instructional divisions:

(1) FLETC Management Institute (FMI): Designs, develops, coordinates, and administers training programs for Federal law enforcement supervisors and managers. Identifies resources for the delivery of supervisory and management training and facilitates the presentation of resulting programs. Oversees a training facility optimized to accommodate the distinctive requirements of Federal law enforcement supervisors and managers. Ensures that training is universally available to Federal law enforcement supervisors and managers, thereby improving their effectiveness in directing and controlling subordinates and their operations. Specific responsibilities include, but are not limited to:

- maintaining close liaison with POS. in order to identify and evaluate the training needs of their supervisors and managers;
- analyzing supervisory and management training available from both public and private sources to avoid duplication of effort and to ensure the most advantageous use of FLETC resources;
- identifying and cultivating an adjunct faculty comprised of resources from Federal, State and local law enforcement activities, and from the university community, augmented as necessary with experts from the private sector;
- offering curricula of various lengths and complexities to enhance the professional development of Federal law enforcement officials;

- periodically sponsoring executive development conferences and single-topic seminars appropriate for Federal law enforcement executives, managers, and supervisors;
- promoting the exchange of views, ideas, techniques, etc., among supervisors and managers from diverse law enforcement agencies; and
- encouraging cooperative law enforcement efforts by supervisors and managers in multi-organizational and multi-jurisdictional contexts.

(2) Program Support Division (PSD): Provides logistical and administrative assistance to the Director, OGT. PSD also serves as the FLETC's focal point for coordinating PO advanced training activities and support; as the repository for all FLETC lesson plans, syllabi, class reports, and student performance records; and designs scheduling plans to meet training requirements. Specific responsibilities include, but are not limited to:

- implementing the results of program conferences, training surveys, and policy decisions which relate to the revision of curricula, programs, subjects or courses;
- assisting in the formulation of new procedures and policies to improve efficiency of operations;
- managing all OGT Basic Training Programs to include negotiations with POS. on program content and objectives, supervision of students, and other related administrative activities;
- overseeing the management of the role playing activities that enhance the realism in the training programs' practical exercises;
- overseeing and coordinating the preparation of academic records and graduation materials;
- facilitating the reviewing and processing of general correspondence, reports, lesson plans, syllabi and class reports;
- overseeing and coordinating OGT's input into directives and standard operating procedures;

- preparing budget estimates and providing assistance in the administration of available funds to include internal allocation and the review and approval of purchase requisitions;
- analyzing operational problems and developing timely and economical solutions;
- planning, preparing, and maintaining master and daily instructor schedules for OGT divisions; and
- serving as project coordinator for special assignments relating to the activities of OGT.

(3) Research and Evaluation Division (RED): Administers, provides consultation, and supervises and/or performs the necessary research to provide management with qualitative data and recommendations upon which to base education- and training-related decisions. Engages in other professional work in education and training as required by the mission of the FLETC which is both generalized (in terms of education and training, methodology and technology) and specialized (in terms of application to the field of criminal justice education and law enforcement training). Specific responsibilities include, but are not limited to:

- assisting in the planning, development, coordination, and evaluation of various facets of the overall training programs in the accomplishment of the learning objectives;
- preparing educational and training research as required and/or requested by management;
- providing professional guidance and direction to the training offices and divisions in the execution of FLETC policy related to testing and evaluation;
- conducting educational, training, and random surveys to determine whether a particular segment of instruction has lasting practical application and whether law enforcement skills have been learned and utilized;
- administering the FLETC's testing program, maintaining security, and analyzing all examinations;
- conducting validity and reliability studies to analyze test items;

- conducting independent research to investigate new educational and training approaches for adult learning;
- conducting briefings to update management on current methods and techniques and to report on the internal use/results of applied technology and evaluation strategies;
- providing educational and training research and evaluation for POS..

9. OFFICE OF ARTESIA AND TUCSON OPERATIONS (OATO). This Office directs and ensures delivery of law enforcement training programs at the Artesia, New Mexico, and Tucson, Arizona facilities. This Office coordinates program management activities and develops and delivers advanced specialized training programs at both facilities.

a. This Office is responsible for formulating and implementing policies and procedures for training, budget objectives and strategies, program/course content, staffing requirements, and quality assurance. Specific responsibilities include, but are not limited to:

- serving the Director, FLETC in the development of policy and the performance of special studies and inquiries related to overall FLETC operations;
- providing management oversight to assigned programs and related activities;
- negotiating and planning class schedules, agency allocations for training, housing and transportation requirements;
- maintaining a wide range of specialized facilities for instruction in firearms, driver training, physical techniques, and other training areas;
- directing approved programs and reviewing specifications for new courses and changes to existing courses;
- providing liaison with POS., convening program conferences to ensure the adequacy of training, and taking the necessary steps to ensure that course materials are accurate, timely, and designed to meet course objectives;
- recommending approval or disapproval of program material including revisions and updates of specific courses of instruction taught by staff;

- analyzing work requirements and determining staff, equipment, and other resources needed to accomplish work assignments;
- establishing and evaluating productivity standards and operations priorities;
- developing internal procedures to ensure implementation of various programs such as equal opportunity, career development, performance appraisals, and others to achieve equitable treatment of employees;
- recommending and implementing staff development, training plans, and procedures;
- supervising program management and support personnel ensuring equitable utilization of personnel resources and distribution of workload;
- developing and implementing training and operational directives/office guides and policies;
- preparing budget estimates and administering available funds in accordance with regulations; and
- maintaining a wide range of contacts with officials throughout the Government, private sector, law enforcement organizations, and other appropriate training activities and institutions.

b. This Office provides direct supervision to four training and one non-training organizational units. All have the following responsibilities:

(1) Artesia Training Division (ATR): Plans, develops, and presents formal training courses and practical exercise applications which are related to specialized advanced training in a wide range of law enforcement. Specific responsibilities at the Artesia Facility include, but are not limited to:

- implementing the results of program conferences, training surveys, and policy decisions related to curriculum development and revision;
- assigning subordinate staff in course development and instructional performance;
- managing assigned training program responsibilities including negotiations with specific POS. on program content and objectives,

assessment and test validation, supervision of students, and other related administrative activities; and

- evaluating the effectiveness of training as it relates to overall and agency-specific objectives.

(2) Indian Police Academy (IPA): Manages the operations of the Bureau of Indian Affairs (BIA), IPA, which includes conducting basic, advanced, and export training initiatives for BIA and Tribal law enforcement personnel.

(3) Tucson Training Division (TTD): Plans, develops, and presents formal training courses and practical exercise applications which are related to specialized advanced training in a wide range of law enforcement subjects.

(4) Law Enforcement Spanish Training Program (LESTP): Manages and delivers the FLETC Law Enforcement Spanish Programs, including export training initiatives.

(5) Administrative Division (AAD): Provides administrative support for the Artesia and Tucson facilities and coordinates with the various administrative functional areas at Glynco to ensure consistency and continuity of program direction, planning, and achievement. Specific responsibilities include, but are not limited to:

- managing all logistical and support activities at both facilities, including various contracts which provide lodging, food, maintenance, instructional, and support services;
- assisting in the formulation of new procedures and policies to improve efficiency of operations;
- establishing controls to maintain security and repair of equipment and maintenance of assigned facilities;
- preparing input into directives and standard operating procedures;
- analyzing operational problems and developing timely and economical solutions;
- coordinating support services for OATO regarding personnel, finance and budgeting, procurement, information systems, and a variety of other administrative responsibilities;

- coordinating maintenance, alteration, emergency service, and repairs for buildings, equipment, and vehicles;
- coordinating information systems by assisting ISD with the planning, design, development, and maintenance phases;
- developing and maintaining systems for the acquisition, assignment, accountability, and control of equipment and property;
- managing receipt, inventory, and disbursement of varied materials and supplies; and
- ensuring implementation of official security and safety programs.

10. OFFICE OF SPECIAL TRAINING (OST). This Office directs faculty and staff and develops and manages programs in support of basic, advanced, and specialized law enforcement training.

a. This Office is responsible for formulating and implementing policies and procedures for law enforcement training and for establishing budget objectives and strategies, program/course content, staffing requirements, and all other resources. Specific responsibilities include, but are not limited to:

- developing policy and the need for the conduct of special studies and projects related to overall FLETC operations;
- providing management planning and oversight to assigned programs and related activities;
- directing and reviewing specifications for new courses and changes to existing courses;
- providing liaison with POS. convening program conferences to ensure the adequacy of training, and taking the necessary steps to ensure that course materials are accurate, timely and designed to meet course objectives;
- recommending approval or disapproval actions and implementing program material including revisions and updates of specific courses of instruction taught by subordinate divisions;
- analyzing work requirements and determining staff, equipment, and other resources needed to accomplish work assignments;



- establishing and evaluating productivity standards and operational priorities;
- developing internal procedures to ensure subordinate supervisors implement a wide variety of administrative programs;
- recommending and implementing staff development, training plans, and procedures;
- supervising subordinate chiefs of assigned divisions;
- developing procedures and implementing quality control measures for program areas;
- preparing budget estimates and administering available funds in accordance with regulations;
- managing the scheduling of faculty to ensure equitable utilization of personnel resources and distribution of workload;
- maintaining a wide range of contacts with officials throughout the Government, private sector, law enforcement organizations, and other appropriate training activities and institutions; and
- developing and implementing training directives and policies.

b. This Office provides direct supervision to four specialized instructional divisions which share the following common first line supervisory responsibilities:

- assigning subordinate staff in course development and instructional performance;
- managing assigned training program responsibilities to include negotiations with POS. on program content and objectives, assessment and test validation, supervision of students, and other related administrative activities;
- ensuring lesson plans are accurate and designed to meet course objectives;
- managing program activities to include supervision of students, program conferences and related activities;

- implementing the results of program conferences, training surveys, and policy decisions which relate to the revision of curriculum, programs, subjects, or courses;
- ensuring the observance of productivity standards and the maintenance of equitable workloads through the exchange of assigned consolidated staff members and coordination with the Faculty Scheduler;
- assisting in the formulation and development of new policies to improve efficiency of operations; and
- establishing controls to maintain security and repair of equipment and maintenance of assigned facilities.

c. In addition to the common duties listed above which are applicable to the instructional divisions, each of the four divisions is individually responsible for specific subject areas as follows:

(1) Driver and Marine Division (DMD): Plans, develops, and presents formal training courses and practical exercise applications which are related to the specialized nature and use of police vehicles and marine law enforcement vessels, including search and interdiction techniques and operational procedures in a law enforcement environment. This Division also has responsibility for special use equipment and assigned facilities.

(2) Financial Fraud Institute (FFI): Plans, develops, and presents formal training courses and practical exercise applications which are related to financial crime investigation, computer fraud, computer use as an investigative tool, microcomputer applications for law enforcement and instructional technology involving Computer Based Technology and Training.

(3) Firearms Division (FAD): Plans, develops, and presents formal training courses which are related to the specialized and technical nature of law enforcement armament and weaponry. This Division provides FLETC-wide sponsorship and coordination for competitive shooting activities and matches. The Firearms Division is also responsible for special use equipment and assigned facilities, including the armory which provides FLETC-wide armament and weaponry security, repair, and maintenance services.

(4) Physical Techniques Division (PTD): Plans, develops, and presents formal training courses which are related to specialized law enforcement knowledge and skills associated with trauma management and cardiopulmonary resuscitation, self-

defense, arrest techniques, physical fitness, exercise physiology, and water survival. This Division is also responsible for Student Recreational Services, Athletic Trainer Services, special use equipment and assigned facilities.

The Student Recreational Services conducts or arranges for FLETC-wide after hours fitness, athletic, and recreational activities for resident students. The Athletic Trainer Services provides FLETC-wide sports medicine and injury rehabilitation services and conducts related specialized studies.

d. This Office also provides direct supervision to one non-instructional division, the Training Operations Division (TOD) which provides staff, logistical, and administrative assistance to the Director, OST, and OST instructional divisions; serves as the program management facilitator for OST; maintains control over OST lesson plans, syllabi, and class reports; designs scheduling plans to meet training requirements; and manages a computer assisted and integrated program of training. Specific responsibilities include, but are not limited to:

- implementing the results of program conferences, training surveys, and policy decisions which relate to the revision of curricula, programs, subjects, or courses;
- assisting in the formulation of new procedures and policies to improve efficiency of operations;
- managing assigned training program responsibilities to include negotiations with POS. on program content and objectives, supervision of students, and other related administrative activities;
- facilitating the reviewing and processing of general correspondence, reports, lesson plans, syllabi, and class reports;
- overseeing and coordinating OST's input into directives and standard operating procedures;
- preparing budget estimates and providing assistance in the administration of available funds to include internal allocation and the review/approval of purchase requisitions;
- analyzing operational problems and developing timely and economical solutions;
- planning, preparing, and maintaining master and daily instructor and facility schedules for basic and advanced courses presented by the OST Divisions;

- serving as project coordinator for special assignments relating to the activities of OST; and
- ensuring that maintenance/repair projects are performed to meet the training workload.

11. OFFICE OF STATE AND LOCAL TRAINING (OSL). Operating as the National Center for State and Local Law Enforcement Training, the staff of this Office delivers a wide variety of select advanced and specialized training programs to State and local law enforcement personnel as well as to some Federal, international, and private law enforcement personnel.

a. The functions of this Office also include formulating and developing policy, budget objectives and strategies, program/course content, and plans which will support the delivery of the training at the FLETC and at selected sites throughout the United States. Responsibilities include, but are not limited to:

- supervising program management and specialist/support staff and ensuring equitable utilization of resources;
- developing policies and performing special studies and inquiries related to overall FLETC operations;
- providing management planning and oversight to assigned programs and related activities;
- providing the executive secretariat functions for the Advisory Committee to the National Center for State and Local Law Enforcement Training;
- preparing approved projects and reviewing specifications for new courses and changes to existing courses;
- directing projects; conducting research to identify training needs; and providing liaison with the POS., State and local agencies, and the private sector for the purpose of convening feasibility and curriculum conferences to determine training needs, develop training programs, ensure the adequacy of training, and ensure that course materials are accurate, timely, and designed to meet course and program objectives;
- recommending approval or disapproval of all training programs and course materials including revisions and updates to specific courses of instruction; providing guidance for the administration of program evaluation, determination of instructional

methods and techniques, and for the use of written materials, training aids, and facilities;

- identifying and securing alternative sources to support program development and delivery;
- establishing and evaluating operational priorities;
- administering the FLETC Fellowship Program;
- recommending and implementing staff development, training plans and procedures;
- convening and directing annual National symposiums on current, special issue topics;
- supervising subordinate chiefs of assigned divisions;
- analyzing work requirements and determining staff, equipment, and other resources needed to accomplish assignments;
- developing and implementing training directives and policies;
- supervising the presentation of State and local training at OATO and providing guidance to the designated State and local liaison.

b. The OSL provides direct supervision to three divisions which have the following first line supervisory responsibilities:

(1) Program Management Division (PSL):

- serving the Director, OSL, in the development of policy and performing studies and inquiries related to overall OSL training operations;
- planning, developing, and presenting training to State and local law enforcement officers in advanced and select specialized training programs at the FLETC and other sites throughout the United States;
- assigning program and course development to subordinate staff;

- managing assigned training program responsibilities to include negotiations with POS. on program content and objectives, assessment and test validation, supervision of students, and other related activities;
- ensuring lesson plans are accurate and designed to meet course objectives;
- developing procedures and implementing quality control measures for program areas;
- implementing the results of program conferences, training surveys, and policy decisions which relate to the revision of curricula, programs, or courses;
- proposing new policies and procedures to improve efficiency of training operations and establishing and evaluating operational priorities;
- analyzing operational problems and developing timely and economical solutions; and
- participating in AD HOC committees made up of FLETC representatives and teams composed of representative Federal agencies and State and local organizations.

(2) Program Operations Division (POD):

- serving the Director, OSL, in the development of policy and performing studies and inquiries related to overall OSL operations;
- marketing all State and local training through various communications media at law enforcement conferences, seminars, and other outreach services;
- planning and coordinating participation of all FLETC divisions at all law enforcement conferences; e.g., International Association of Chiefs of Police, National Sheriffs Association, National Organization of Black Law Enforcement Executives, etc.;
- developing and administering the National Clearinghouse for State and Local Law Enforcement Training (a national repository for training available to State and local law enforcement);

- formulating, implementing, and managing the annual OSL budget;
- preparing necessary proposals, agreements, budgeting plans, and related progress reports for alternative funding services;
- initiating and preparing long and short range financial and training planning documents and assessing progress according to established objectives;
- determining the kinds and numbers of students to be trained, the kinds and numbers of classes to be conducted, the allocation of training positions, and the allocation of funds for subsidized training;
- analyzing work requirements and determining staff, equipment, and other resources needed to accomplish programs;
- planning and coordinating all logistical preparations for Advisory Committee meetings and ensuring compliance with all Federal regulations, Treasury policies, and procedures in conjunction with Advisory Committees;
- developing procedures and implementing quality control measures for administrative areas;
- proposing new policies and procedures to improve efficiency of operations and for establishing and evaluating operational priorities; and
- supervising and assigning subordinate staff to accomplish functions of the Office.

(3) International Programs Division (IPD):

- serving the Director, OSL, in the coordination of all international training activity and support functions;
- analyzing and evaluating current and projected international training programs to assure their effectiveness in achieving desired objectives;
- managing and developing optimum means of meeting the training objectives of the U.S. Department of State's Antiterrorism Assistance Division;

- operating as the principal liaison with law enforcement officials throughout government, as well as with individual countries, regarding international training;
- operating as the principal advisor in matters regarding the formulation and execution of FLETC policies and activities as they affect the training of international law enforcement officers;
- formulating and developing new policies, plans, and procedures to improve efficiency of operations, achieve maximum utilization of resources, and conform to new directives, assuring successful implementation;
- providing information for the FLETC's annual budget, providing costs data to the management staff for various international programs and managing the international programs in accordance with existing budgetary guidelines and accountability requirements; and
- supervising and assigning subordinate staff to accomplish the functions of the Division.

12. OFFICE OF ADMINISTRATION (ADM). This Office plans and directs the FLETC program of administration through in-house and contractual services. ADM is responsible for providing support/ assistance for the operational requirements of other offices, including the Office of Artesia and Tucson Operations (OATO) with respect to personnel, procurement, facility, equipment, information systems, scheduling, media, management analysis, security, and financial management needs.

Specific responsibilities include, but are not limited to:

- developing policy and determining the need for special studies and projects related to overall FLETC operations;
- managing subordinate divisions, staff, and their programs;
- formulating policies to provide a wide variety of management, professional, technical, and support services;
- controlling management improvement programs, internal controls, and auditing;
- ensuring that the FLETC administrative management plans are in full compliance with all applicable laws and regulations;



- developing and ensuring that FLETC budget and appropriation requests are in concert with applicable instructions;
- providing oversight of Bureau-wide financial operations;
- providing oversight of Bureau-wide information systems;
- directing property management systems which include all non-expendable personal and real property;
- establishing policies applicable to training program costs;
- ensuring that a full range of media/graphic arts professional and support services are available for training activities;
- providing direction for construction/facility planning projects;
- participating in the formulation and execution of FLETC policies as they affect the training or support of students;
- developing plans to ensure that subordinate staff implement and accomplish operating policies;
- negotiating and planning class schedules, agency allocations for training, housing and transportation requirements;
- providing direction to FLETC personnel activities, including employee/management relations, negotiation of labor-management agreements, position management, classification, organizational planning, employee development and training, staffing, employee services and benefits, Office of Workmen's Compensation Program, and the FLETC Health Unit;
- establishing and implementing policies for maintaining FLETC security and safety programs;
- overseeing the procurement and contracting services of the FLETC, including negotiation and compliance oversight for all major contractual activities; and
- developing internal procedures to ensure subordinate supervisors implement a wide variety of administrative programs.

a. Budget and Finance Division (BFD): Directs the financial management system which encompasses the coordination and synthesis of functional activities associated with budget, accounting, and managerial-financial reporting. Specific responsibilities include, but are not limited to:

- directing the financial management program and providing technical financial advice to FLETC management;
- providing operating program heads with technical expertise and counsel on matters with financial implications;
- maintaining close working relationships with budget staff in Treasury and OMB on all matters relating to budget development and execution;
- maintaining an integrated system of financial staff services through the synthesis of data and information flow to provide the necessary financial control;
- preparing the FLETC budget and appropriation requests and verifying same through periodic internal reviews/audits of financial management practices and procedures;
- developing, tracking, and analyzing statistical data for use in a wide variety of areas, particularly for financial management activities or for decision-making purposes;
- maintaining an accounting program which includes obligations and expenditures, and processing all transactions against authorized funds;
- auditing all financial transactions and documents and submitting schedules to the Disbursing Center for payment;
- managing the FLETC Imprest Funds;
- processing travel orders, travel vouchers, and permanent change of duty station orders; and
- developing overhead rates for charging customers; collecting and depositing cash, checks, money orders, and other forms of payment made by clientele utilizing the services of the FLETC.

b. Facilities Management Division (FAC): Develops and executes the FLETC's Facility Management Program and develops documentation relating to construction and other facility planning projects. Specific responsibilities include, but are not limited to:

- improving the facility within the established constraints of time, budget, capacity, and mission support;
- providing professional engineering and consulting services to the FLETC and POS.;
- developing management policies for maintenance, repair and operation of facilities, and equipment and transportation systems;
- performing maintenance, alterations, emergency service, and repairs for buildings, equipment, and vehicles;
- developing material and labor cost estimates for in-house and contract services, and time and cost standards for maintenance operations;
- coordinating all in-house, GSA, or contract construction and alterations operations;
- developing and administering energy conservation and space allocation programs;
- overseeing the maintenance of grounds and providing the transportation services (Glynco only); and
- overseeing the management of janitorial and dormitory services operations (Glynco only).

c. Information Systems Division (ISD): Plans, organizes and coordinates the FLETC's electronic information systems to better employ the technology throughout the FLETC. Specific responsibilities include, but are not limited to:

- coordinating and overseeing all automation activities; providing technical and managerial assistance in the planning, design, analysis, development, quality assurance, and evaluation phases;
- determining equipment needs and overseeing and coordinating the procurement and installation of computer and peripheral equipment for administrative and training purposes;

- reviewing, evaluating, and recommending proprietary software for utilization and potential inclusion in the FLETC program library;

- providing ADP support for operating programs, including microcomputer matters;

- coordinating implementation of all word processing and communication programs, and conducting surveys to insure proper standards of performance and efficiency; and

- managing the FLETC telecommunication system.

d. Management Analysis Division (MAD): Plans and directs the overall management analysis program for the FLETC which includes the researching, developing, recommending, and documenting of policy and procedures; administering internal controls and initiatives; managing paperwork management initiatives; and conducting a wide variety of related studies. Specific responsibilities include, but are not limited to:

- managing the FLETC Directive System;

- coordinating and making recommendations on management improvement, productivity standards, organization, work force, work measurement, and new initiatives;

- administering all FLETC audit follow-up activity;

- administering the FLETC Internal Control and Administrative Accounting Systems Review Programs to ensure full compliance with the Federal Managers' Financial Integrity Act;

- administering responsibilities under the Privacy Act and the Freedom of Information Act;

- conducting and preparing cost comparison analyses of commercial and industrial type activities to determine cost effectiveness;

- coordinating the FLETC Commercial Activities Program as required by Treasury and OMB;

- developing guidance and administering paperwork management requirements to include: in-house records management, files management, and correspondence management programs; and

- managing the development and conduct of FLETC food services and student support services concession activities (Glynco only).

e. Media Support Division (MSD): Provides a full range of media and graphic arts support services for all training activities to include audiovisual/media production, training equipment and material issuance and support, and printing/reproduction services. Specific responsibilities include, but are not limited to:

- maintaining liaison with officials of the FLETC and POS. to ensure that their media support needs are met within available resources;

- planning, directing, and editing television training aids utilizing video production techniques;

- creating visual aids, exhibits, and printed materials;

- managing the FLETC's libraries and providing specialized library services for the technical and professional members of the staff and resident students;

- providing a full range of photographic programs to support training operations;

- managing all aspects of a printing program to support training and administrative operations;

- serving as the FLETC's advisor for forms development and control;

and

- managing the issuance of assigned audiovisual equipment, training aids, and printed resource materials; and maintaining all assigned electronic equipment and facilities.

f. Personnel Division (PER): Develops and administers the personnel policies and programs of the FLETC. Specific responsibilities include, but are not limited to:

- planning and managing the classification of all positions and conducting organizational/position analyses and management reviews;

- developing and administering employment programs;
- recruiting, placing, and/or separating employees; administering the merit promotion program; and developing qualification requirements for positions;
- processing personnel actions, maintaining personnel records, and preparing personnel reports;
- developing and administering organizational/staff development and training policies, conducting needs analyses, assisting management in determining internal training needs, and planning and coordinating training programs;
- developing and administering the negotiation and administration of labor management agreements;
- developing and administering employee relations programs and advising employees and management on matters involving employee grievances, disciplinary actions, retirement, leave, veterans affairs, and life and health insurance;
- administering performance management and incentive awards programs;
- managing the FLETC workers' compensation program for students and for employees assigned to all FLETC Offices as well as POS.;
- developing and administering the Equal Employment Opportunity Programs, coordinating the Affirmative Employment Plan, and monitoring programs to ensure equal opportunity practices;
- performing payroll functions; and
- supervising and developing procedures for the Health Unit which provides both government and contractual medical services for students, staff, and POS..

g. Procurement Division (PRO): Develops and administers the FLETC procurement/contracting program. Specific responsibilities include, but are not limited to:

- managing the procurement process which involves the pre-award process, solicitation, receipt and analysis of bids, analyzing qualifications of contractors, determining sufficiency of contract bonds and warranties, and requesting bidders to verify their bids and understanding of specifications;
  - administering the post-award process which involves evaluating bidders' protests and claims; determining proper resolution; verifying that awards of contracts, supplemental agreements, and change orders are made in accordance with statutory requirements; and ensuring compliance with terms of the contract;
  - processing requisitions for small purchases through either informal or open-market methods or formal competitive bid procedures;
  - processing all procurement actions for GSA/DLA Federal strip activities; and
  - administering the housing, food services, and other major contracts; conducting post-award conferences; determining allowable costs and approving or disapproving contractors' requests for payments; negotiating contract modifications; and issuing cure or show-cause notices to correct severe performance deficiencies.
- h. Property Management Division (PMD) : Plans and directs the overall property management program which includes real property and all non-expendable personal property. Also provides mail and messenger services (Glynco only). Specific responsibilities include, but are not limited to:
- developing and maintaining systems which include acquisition, assignment, accountability, and control of FLETC equipment/property;
  - ordering, receiving, checking, storing, and issuing uniforms and non-audiovisual equipment for use in training by students and staff;
  - directing the utilization, redistribution, donation, sale, or other disposition of the FLETC's excess or surplus property;
  - procuring commercial and government transportation for shipment of government properties and determining the appropriate freight classification to be applied;
  - overseeing the property storage/issue warehouse functions and relocation of furniture items;

- managing the receipt, checking, sorting, and issuance of varied material, supplies, equipment, parts, etc., for the FLETC and POS.;
- arranging for shipment of FLETC employees' household goods;
- preparing freight claims for loss and/or damage to shipments of materials and equipment;
- maintaining warehouse and issuing maintenance materials and repair parts to meet the requirements of maintenance for the FLETC;
- processing incoming bulk mail and internal communications, preparing outgoing mail for dispatching in accordance with postal regulations (Glynco only); and
- operating a full service post office to serve student and staff needs in accordance with postal regulations (Glynco only).

i. Scheduling and Allocation Division (SAD): Designs fiscal year master plans for training operations to include scheduling of training activities and facilities (Glynco only) and provides administrative support for OATO. Specific responsibilities include, but are not limited to:

- coordinating with the POS. the kinds and numbers of students to be trained and determining the number of classes to be conducted;
- negotiating with POS. the number of spaces they may receive in each class;
- coordinating student and visiting instructor housing requirements and planning dormitory utilization to ensure compatibility with projected training requirements and scheduled facility usage;
- coordinating faculty availability and scheduling with other FLETC activities; and
- overseeing registration functions and issuance of identification cards.

j. Security and Safety Division (SEC): Formulates and administers an effective security, safety and emergency planning program. Specific responsibilities include, but are not limited to:



- enforcing laws on the FLETC enacted for the protection of persons and property; preventing breaches of the peace; and suppressing unlawful assemblies;
- performing necessary investigations of crimes within the FLETC jurisdiction, including coordinating with State, local and Federal law enforcement agencies;
- establishing and implementing safety programs peculiar to a residence-oriented law enforcement training environment to include industrial, motor vehicle, recreational, student, explosives, firearms and other activities requiring general safety; and
- serving as environmental impact coordinator and ensuring compliance with Federal policy and law.

13. OFFICE OF PRIMARY INTEREST. Office of the Director.

Charles F. Rinkevich  
Director

Attachment (Available from PER)